



2015

2015 Global Think Tank Summit Report: Navigating Turbulent Times and Transitions: The Role of Think Tanks. Regional and Global Perspectives

James G. McGann

University of Pennsylvania, jmcgann@sas.upenn.edu

Follow this and additional works at: http://repository.upenn.edu/ttcsp_summitreports



Part of the [International and Area Studies Commons](#)

McGann, James G., "2015 Global Think Tank Summit Report: Navigating Turbulent Times and Transitions: The Role of Think Tanks. Regional and Global Perspectives" (2015). *TTCSP Global and Regional Think Tank Summit Reports*. Paper 13.

http://repository.upenn.edu/ttcsp_summitreports/13

All requests, questions, and comments should be directed to:

James G. McGann, Ph.D. Senior Lecturer, International Studies Director Think Tanks and Civil Societies Program The Lauder Institute University of Pennsylvania Telephone: (215) 746-2928 Email: jmcgann@wharton.upenn.edu

2015 Copyright: All rights reserved. No part of this report may be reproduced or utilized in any form or by any means, electronic or mechanical, including photocopying, recording, or by information storage or retrieval system, without written permission from the University of Pennsylvania, Think Tanks and Civil Societies Program.

This paper is posted at ScholarlyCommons. http://repository.upenn.edu/ttcsp_summitreports/13

For more information, please contact repository@pobox.upenn.edu.

2015 Global Think Tank Summit Report: Navigating Turbulent Times and Transitions: The Role of Think Tanks. Regional and Global Perspectives

Disciplines

International and Area Studies

Comments

All requests, questions, and comments should be directed to:

James G. McGann, Ph.D. Senior Lecturer, International Studies Director Think Tanks and Civil Societies Program The Lauder Institute University of Pennsylvania Telephone: (215) 746-2928 Email: jmcgann@wharton.upenn.edu

2015 Copyright: All rights reserved. No part of this report may be reproduced or utilized in any form or by any means, electronic or mechanical, including photocopying, recording, or by information storage or retrieval system, without written permission from the University of Pennsylvania, Think Tanks and Civil Societies Program.

THINK TANK SUMMIT REPORT



THINK TANKS & CIVIL SOCIETIES PROGRAM

The Lauder Institute

The University of Pennsylvania



GLOBAL SUMMIT

October 1-2, 2015

Think Tanks and Civil Societies Program

“Helping to bridge the gap between knowledge and policy”

Researching the trends and challenges facing think tanks, policymakers, and policy-oriented civil society groups...

Sustaining, strengthening, and building capacity for think tanks around the world...

Maintaining the largest, most comprehensive database of over 6,500 think tanks...

All requests, questions, and comments should be directed to:

James G. McGann, Ph.D.

Senior Lecturer, International Studies

Director

Think Tanks and Civil Societies Program

The Lauder Institute

University of Pennsylvania

Telephone: (215) 746-2928

Email: jmcgann@wharton.upenn.edu

2015 Copyright: All rights reserved. No part of this report may be reproduced or utilized in any form or by any means, electronic or mechanical, including photocopying, recording, or by information storage or retrieval system, without written permission from the University of Pennsylvania, Think Tanks and Civil Societies





2015 GLOBAL THINK TANK SUMMIT REPORT

*Navigating Turbulent Times and Transitions: The Role of
Think Tanks. Regional and Global Perspectives*

**Institute for International Political Studies (ISPI)
Palazzo Clerici, Milan, Italy**

1-2 October, 2015



Introduction

The 2015 Global Think Tank Summit Brought Together More Than 100 Think Tank Leaders From Over 80 Think Tanks Across 50 Countries to Discuss Institutional, Policy, and Strategic Challenges

Amidst a European migration crisis, growing instability in the Middle East, tensions between Eastern and Western Europe, broadening of US-Asian economic ties, global climate change, and the erosion of a U.S.-led global order, this summit provided a space for much needed discussion and debate on recent and ongoing socio-economic, political, and environmental issues facing the think tank community. In such a critical moment in European and world politics, key geopolitical issues were raised throughout the summit and shed light on the importance of think tanks in serving as active participants in policy decision-making processes throughout all regions of the world. With the hope of enhancing the role of think tanks, thoughtful discourse between chairs, panelists, and participants aimed to capture both regional and global perspectives while also identifying concrete policy recommendations.



© ISPI

The conference proceeded under Chatham House rules in order to encourage free and productive discussion. This report is written under those same rules to confidentially represent the conference's themes and ideas. The report details the substance of the conference under four major themes: *communicating effectively and expanding think tank influence with policymakers in today's turbulent and fast-paced political environment, formulating theories based on the relationship between security and economics, developing strategic communications to maintain relevancy with both policymakers and civil societies, and addressing global security issues such as migration, arms control, collective security, food and water security, and climate change.*





© ISPI

Navigating Turbulent Times: Institutional and Policy Challenges

Think tanks must skillfully adapt to today's rapidly changing social and political landscape. With the democratization of information, think tanks must develop innovative communication strategies and engage with a broader audience composed of both policymakers and civil societies. Think tanks faced with this challenge of maintaining relevancy in the short term by responding quickly to developing regional and global issues while also producing research that provides much needed breadth and substance to complex, long-term issues. As think tanks re-examine their role, think tanks should work collectively in sharing information and standardizing best practices amongst the think tank community.

The relevant issues and recommendations discussed throughout the summit are captured below.



Think Tanks, Policymakers, and Civil Societies: Short Term Relevance or Long Term Analysis?

Short Term vs. Long Term Analysis

As the think tank community has developed and grown over the past century, their unique advisory role has served as a bridge between academic research and practical policymaking. However, in the 21st century, the fast-paced process of policy decision-making requires policymakers to move faster than ever before. One of the main topics reiterated throughout the conference, was how to address short term responses to global and regional crises in light of the growing democratization of information in the 21st century. One panelist highlighted that think tanks must change their focus from describing what is desirable to analyzing what is necessary. Participants debated about the role of think tanks in providing a range of pragmatic responses to new challenges while remaining sensitive to the costs associated with political, social, technological and environmental change at the supranational, regional, and local level.

Proliferation of Information

Panelists discussed quantitative and qualitative changes in the international environment, and agreed that global information and speed of information has skyrocketed. This expansion of ideas and access to ideas can be viewed as both positive and negative developments. This expansion has occurred in a setting of political and financial turbulence that policymakers and think tankers have now come to see as the new norm. Panelists acknowledged the need for think tanks to work comfortably with a higher level of political and economic uncertainty as think tanks look to the future. The key to success in this environment is a willingness by think tanks to manage risks and challenges while also growing the resilience to unpredictability in the political system.

There was general agreement that think tanks now rely increasingly on public communications to convey policy recommendations as opposed to private, closed door meetings. As a result, think tanks must become more interactive and transparent with policymakers, donors, and the public. A panelist insightfully synthesized the session discussion and remarked that despite the difficulties of the current political and economic security landscape, the challenges facing the think tank community today are not so different than the challenges throughout the past century. Think tanks are traditionally accustomed to talking to the government, but they are now widening their target audience by turning to civil society to maintain relevance within a fast-paced, technologically progressive world. The question now facing think tanks is: How best to manage their short term and long term goals? If traditional forms of communication are not enough, what new products and methods can think tanks utilize?



Summit participants emphasized the importance of think tanks in remaining discrete, even as they carve out their role in a world of information that is more readily available and less hierarchical. Nevertheless, think tanks must maintain relevancy in the immediate news cycle without measuring their impact solely through their participation in it. Maintaining some distance by staying engaged with long term goals is essential in creating a unique space where the public can trust what think tanks say, while also garnering respect and support for their work as independent analysts. Many participants emphasized the need for collective responses to current regional and global issues and expressed that the unity of the think tank community can serve as a new avenue of influence for both policymakers and the public. This highlighted the necessity for think tanks to create operational networks between think tanks that go beyond annual summits and that increase supply and consensus of information.



© ISPI



© ISPI

Individual and Collective Power in Diplomacy

Continuing from the necessity of collective action was a discussion on the role of think tanks in diplomacy and influencing policy on an individual and organizational basis. One participant gave the suggestions that think tanks put together workshops and conferences that are attended by policymakers where the direct role of think tanks in diplomacy be further and more specifically discussed. While some participants argued that individual researchers are key in establishing influence, relationships, and reputation with policymakers, others argued that influence is established and maintained by reputation of the entirety of the organization. A panelist concluded the session with a few important and poignant reminders: that “nothing is local, and everything is global”, that the democratization of information and democratization of influence require that think tanks develop a strong dimension of quality control, and that the role of books, journals,



and think tanks as we know them are dead and must be transformed within changing frameworks to maintain relevancy.

Regional Issues & Perspectives

Participants of recent Asia, Africa, and North America summits reported on regionally specific issues and recommendations identified at these summits. Regional issues raised by the speakers touched upon topics such as the impact of climate change, population growth, and growing economic interdependence between nations and the impact this will have for future policy decisions. While all regions raised unique concerns, common themes included concerns over resource normalization, the importance of diversification for think tank funding, measuring the impact of think tanks upon policy decision-making processes, and the importance of think tank innovation. As think tanks look to the future, think tanks in all regions must meet the challenge of harnessing technology and increasing outreach amongst policymakers. To ensure think tank relevancy, participants from all regions discussed the importance of addressing quality, integrity, and independence of think tanks and the importance of innovation to better address regional developments from which think tanks operate

Security of Economics and Economics of Security

Global Consequences of Economic Insecurity

At a time of great economic instability in both Europe and throughout the world, the relationship between economics and security has come under an intense spotlight. Economic shocks on regional and local levels reverberate and interact with one another, creating a global crisis of confidence in the economic systems that have been in place since the end of World War II. Given this economic setting, the summit discussion centered largely around the need to develop distinct, forward-looking economic strategies and policies, create realistic understandings of how the economic movements of great powers affect smaller players, and cooperation by both policymakers and think tanks to form coherent stabilization and security-enhancing policies.

The centrality of Chinese, Russian, European, and US economic development were emphasized. One panelist detailed the future of Chinese and pan-Asian economic growth, while also pointing out the difficulties of smaller Asian countries to remain either neutral or take on a more assertive political role in the face of great economic consequences. Within the Russian context, another panelist asserted that Russia does not find security in economics as much as the West, and that it rather prefers to find security through hard power. Assuming this is true, Russia's actions in Syria and the Crimea fall in line with its priorities of recognition, respect, and influence.



In fact, much of the discussion focused on the connection between geopolitics and economics, and the difficulties of solving transnational problems that have their roots in both economics and geopolitical security.

Economics and Geopolitics

Panelists and participants focused on two major issues. Firstly, the unbalanced growth of China relative to its Asian neighbors, resulting in conflicts in the South China Sea and questions surrounding the negotiations of the Trans-Pacific Partnership agreement. Participants underlined the tension between high levels of economic integration in Asia and the geopolitical struggle for superior status in the South China Sea, and in North Korea. Japan and ASEAN countries face the dilemma of maintaining fruitful economic relations with China in the face of conflict of interests in the South China Sea. For Japan, it faces the issue of both drawing closer to the US through the TPP and of pulling away and establishing itself as its own global economic power. Thus, balancing consensus and conflict in Asia will require a delicate interaction between economic interests and political maneuvering that should be analyzed and approached by think tanks with a range of viable and pragmatic solutions.

Secondly, panelists discussed the lack of connection between declining Russian economic power and the increasing projection of Russian geopolitical interests in Europe and the Middle East. Discussion regarding economic volatility in Europe- both in the Eurozone and in Russia- also articulated the tensions amongst countries in the region. The role of think tanks in proposing solutions to the wide variety of interacting security and economic issues, from migration and energy concerns to political instability in Syria, was deemed to be essential.

The consensus was that there are no separating economic insecurities from political insecurity. Think tanks must adapt in order to provide advice on a diverse and complex set of interdependent issues. The interconnectivity of both economics and security results in consequences with international impact and think tanks must be innovative, reactive, and forward thinking when developing research and policy recommendations.

Economics as Motivation for Innovation

Many of the participants and panelists highlighted the need for new solutions to increasingly destabilizing economic problems. Nontraditional security threats such as energy and migration crises have a larger impact than ever before and require innovative and forward-looking solutions advanced by think tanks. The need to steer clear of media influence and focus on developing new sets of tools and policies for policymakers is evident and immediate. One panelist highlighted the need to develop new tools to deliver think tank messages while carefully considering the tricky nature of creating a cohesive narrative of a particular issue. Another panelist elaborated that the role of think tanks is to both study and elaborate on historical precedents while also illuminating future paths and narratives.



Keynote Speech



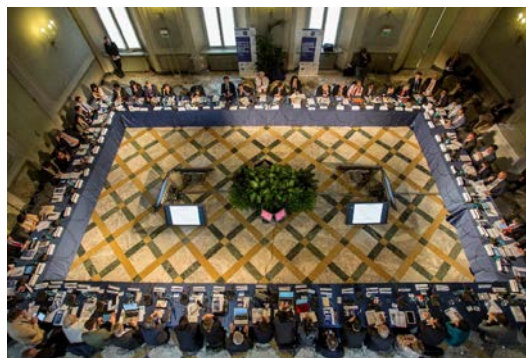
© ISPI

Mario Monti, Former Italian Prime Minister, Former EU Commissioner; Honorary President Bruegel, President, Bocconi University (Italy)

Any doubts about the intersection of policymaking and think tank research were allayed by an inspiring keynote speech by Former Prime Minister and EU Commissioner, Mario Monti. The keynote speech discussed the importance of think tanks in contributing and manufacturing ideas for policymakers of all levels and argued that policymakers can be seen as the “demand side” for think tanks, and think tanks must find innovative ways to meet this demand. The speech also touched upon the decline in public perception of intellectualism in policymaking and the ways in which think tanks can help to bridge the gap between credible research and concrete policy decisions. Will think tanks remain relevant for policymakers during turbulent economic and political times? Or is this a challenge that will act as a powerful stimulus for think tanks to innovate? The speech concluded with a resounding confidence that the summit served as an ideal environment from which to answer this question and in defining a collective think tank response.



© ISPI



© ISPI

Think Tanks, Technology and Strategic Communications

Reaching Policymakers

Both panelists and participants throughout the discussion on technology and strategic communications shared a wide variety of concrete examples and suggestions. Speakers addressed the use of new technologies and strategic communications in logically addressing new audiences. In terms of reaching policymakers, panelists agreed that dissemination of reports through PDFs is largely obsolete, and that think tanks must tailor their communications to the ways that government higher-ups consume their information. It was noted that a combination of personal contact and mobile-based dissemination tactics are the most effective ways to increase awareness of research and stimulate interest for further explanation. Other effective strategies suggested were to put together accessible and result-driven activities and events for policymakers such as round tables, leader conferences, and sessions for smaller-scale dialogue.

Reaching Donors

Attracting an array of donors is one of the most crucial roles of a think tank in remaining independent, autonomous, and having the capability to pursue significant and relevant research. Through strategic communications, think tanks can more actively publicize their work and attract necessary donors. One panelist from a technologically progressive think tank outlined the importance of putting together multidisciplinary teams of media people, graphic designers, technological experts, researchers, recovering bureaucrats, recovering politicians, and recovering journalists in order to create relevant and advanced content across multiple platforms. The use of these interdisciplinary teams is integral to convincing donors that a think tank is evolving for the future and worth supporting.



Reaching Civil Societies

While many think tanks still orient themselves, their research, and their strategy solely around supporting policymakers, others are beginning to expand to include greater engagement with civil societies. The debate over whether think tanks should be engaging in the present and short term news cycle or focus on long term research, heavy reports and analysis, remain an important issue throughout this session. However, one panelist remarked that both the public and policymakers access information in similar ways, such as on their phones and on social media. Therefore, increasing a think tank's reach to the public also increases their visibility to policymakers and their constituents.

Maintaining Quality throughout Adaptation

Many of the participants touched on the necessity of maintaining depth and complexity of research, developing trusted channels of communication of regional and specific expertise, and ensuring transparency to ensure quality. One participant suggested that all think tanks practice audience segmentation—analyzing their primary audience and conducting research on how information is consumed. This would force think tanks to choose who they want to influence and therefore focus their development of strategic communications rather than being overwhelmed by the technological opportunities and become susceptible to lower quality products.

Another panelist highlighted the general decline of quality due to the simplification of information over the internet and of complex duality of the benefits of technology to think tanks, both financially and strategically. The final comment was made that “transparency is the new objectivity”, that the traditional notions of the importance of objectivity in research are being replaced by a need for transparency. Thus, think tanks must maintain a critical eye towards answering the calls for transparency going forward.



© ISPI

Breakout Sessions

Prior to the conclusion of the 2015 Global Think Tank Summit, participants separated into five breakout sessions to discuss current security concerns of migration, collective security and deterrence, arms control, climate change, and food and water security. The breakout sessions were intended to give summit participants the opportunity to engage in a smaller environment for discussion and to develop concrete issue-specific recommendations.

Migration

Within the context of the developing European migration crisis, this session allowed participants to engage in fruitful discourse exploring the management of large-scale migratory flows. Participants first discussed the distinction between ‘refugees’ and ‘economic migrants’ and identified the legal implications that arise from using one term or the other to describe the migrant population. Some participants questioned whether the current international refugee regime is adequate in capturing the challenges facing displaced migrants in the 21st century, and if a new international customary definition would ultimately be needed.

Participants raised regional concerns regarding countries of the Middle East and Northern Africa, which bear the bulk of the displaced populations from the Syrian conflict and unrest in Afghanistan. Secondary migration- when migrants move to neighboring countries and are unable to find a better life and forced to make a second migration in search of better opportunities-was highlighted as a large concern for European nations. Thus, the issue of addressing secondary migration and providing support to Middle East and Northern African countries in order to prevent dangerous secondary migration patterns were also emphasized.

From the recipient countries’ point of view, migrants were discussed as both an asset and an economic and demographic concern. Participants discussed what approach could best manage large influxes of migrant populations within the European Union. How comprehensive can a “comprehensive approach” really be? Should we think of migration as something that should push us towards strengthening trade agreements, tackling poverty, or addressing climate change? What are the key policy tools that we want to mobilize to solve these issues? How do we balance push and pull factors? While many questions were left unanswered, all participants recognized the importance of think tanks in providing policymakers with a historical and global context on migration issues and the long-term effects of immigration policies for both sending and receiving countries.

Collective Security and Deterrence

Different aspects of the deterrence discourse were analyzed during the session. Because deterrence is far more complex than during the Cold War era due to hybrid threats, which are



inherently difficult to manage, participants touched upon the growing importance of cooperation, transparency and collective security at the regional level. Participants recognized that the traditional way of thinking about national security has evolved parallel to the changing nature of threat. ‘Soft’ security concerns, such as recent economic or refugee crises, have turned into international security ‘threats’. Consequently, there was consensus among the participants that deterrence has also evolved and has become a multifaceted concept with military, economic and social features that may require a new definition.

Discussing the role of think tanks in the new security realm, the participants stressed the need for think tanks to refrain from focusing solely on nuclear concerns and to expand their research into more diverse methods of deterrence. Participants stressed that think tanks are important actors in nation building and should play a more active role in making the debate more accessible and balanced in order to produce responsible recommendations to policymakers. In this regard, the use of new hubs for communication could be helpful but more importantly, think tanks must be clear and honest with the public on evolving security topics.

Arms Control

The session began by first addressing the fact that the challenges traditionally faced by the international system are no longer relevant. However, state-to-state antagonism (a traditional feature of the security realm) can still be observed and mutual deterrence is still rooted in nuclear power.

From this conceptual framework, the participants discussed the recently concluded “Iran Deal” which some regarded with skepticism because of its potential to increasing the nuclear activities of other states even if just for civilian purposes. The participants remarked that the deal showed that the priority should be preventing proliferation. One particular aspect differentiates the Iran case from the Democratic People’s Republic of Korea case. Iran violated the terms of the Nuclear Non-Proliferation Treaty without formally withdrawing from it and never left the negotiating table. Conversely, the DPRK left the NPT to start its nuclear weapons tests.

Moreover, the participants exchanged views on the arms control regime in more general terms. It was invented by the two super powers during the Cold War to manage their competition and achieve a strategic stability and it is worth stressing that it does not correspond to the regimes of non-proliferation or disarmament. For historical reasons, it can be described as the “game of white people”, as quoted by a participant. Therefore, this explains the fact that studies on arms control did not develop in certain parts of the world. The discussion led to debate on whether the arms control regime should be considered as an exception in international relations given that it has been conceptualized in a bipolar system without any third party in the negotiations. As a



consequence, following the end of the bipolar confrontation and the establishment of a multipolar order, the regime should be reinvented and adapted to the current system. However, the main problem of any sort of multilateral agreement will be the starting point for discussions, given that the basis for the U.S.-Russia strategic stability was the mutually assured destruction.

Most of the remainder of the session focused on cyber warfare, especially after the meeting between Xi Jinping and Barack Obama at the White House on 25th September. The U.S.-China meeting ended with no breakthrough in terms of cyber security, especially because any sort of agreement would always contain a weakness in terms of enforcement given the highly defused and disseminated nature of cyberattacks. Moreover, envisioning a way to constrain the actions of individual players to create a more stable regime is nearly impossible. As a matter of fact, cyber deterrence remains very difficult to carry out in a verifiable way. For this reason, the destructive potential of cyber weapons could be even higher if acquired by IS. For the participants, no existing measures in the framework of the current arms control regime were applicable to cyber capabilities, thus identifying the necessity to widen the concept of arms control. The only real solution against cyber warfare would be that of restructuring the Internet, which clearly would prove difficult to achieve since the U.S., Russia and China would have different views on how to proceed in terms of Internet sovereignty.

Climate Change

The session began by first remarking upon how climate change is an issue of *global* concern, stressing that an environmental issue is an inherently political one. However, some participants also highlighted the fact that even if the challenge of climate change is global, its outcomes are mainly regional. Participants remarked that Africa, in particular, has suffered the most in respect to the effects of climate change.

The participants agreed that think tanks have a major role to play in the global debate on climate change both now and into the future. Think tanks must work with civil society to improve sustainable development. Challenges to improving sustainable development include a combination of factors, such as the lack of general awareness among public opinion and financial support (i.e. engagement of the business sector) on adaption to climate change. Participants discussed possible solutions to addressing climate change, such as increasing innovation in the business sector to reduce the impact of industries on the environment, implementing regional sectorial bottom-up measures, shifting away from reliance on financial institutions to the market, regulating electricity pricing, amongst many others.



Food and Water Security

The food and water security session began with a historical overview and background of the development of food and water security as both a regional and global issue. Some of the main questions for the future outlined by the co-chairs were: how will the world cope with going from a population of 7.3 billion to 9.7 billion by 2050 as projected? How will increasingly frequent extreme weather events affect production and supply? Within the session, there was consensus amongst participants that due to their interconnected nature, one can no longer discuss food security and water security separately. The issue of food and water security will evolve with the development or lack of development of *access*, and infrastructure systems that satisfy demands currently may be inadequate in the not so distant future as climate change forces agricultural production changes.

The majority of food and water security policies are currently implemented at the national, and occasionally, at the regional level. Into the future, there will be an absolute increased need for regional cooperation as threats to food and water security often cross country borders and spread across entire regions. Finally, the panelists emphasized that food and water security must become a priority for many countries, because the effects of malnutrition are often unnoticeable except over long periods of time, and fail to attract the attention of policymakers and constituents. However, food and water security will only continue to increase in levels of importance as the world continues to change dramatically over the next fifty to one hundred years.



Conclusions

The title of the summit, *Navigating Turbulent Times and Transitions, The Role of Think Tanks*, served as a framework for productive and catalytic discussion regarding institutional and policy challenges facing think tanks, today. There was a sense of both urgency and optimism regarding the necessity of an evolution in think tank research and strategic communications. In each session, participants delved deeper into issues of security and economics, the democratization of information, and technological advancement.

Throughout thoughtfully debated sessions, participants agreed that contemporary think tanks must change their approach and find innovative solutions to balance short-term policy goals with long term research projects. The interest in how best to increase innovation signified a renewed commitment by the think tank community to developing forward-looking strategies to maintain relevancy in the future. The summit provided a space for highly analytical and detailed presentations on strategic communications and practical solutions for disseminating both short term and long-term think tank research and publications.

The diversity of suggestions demonstrated the need for think tanks to provide policymakers with directed and targeted guidance on policy solutions. In an age where information and events move more quickly than ever before, think tanks act preemptively in order to be prepared and engage with both policymakers and civil societies in different ways. Thus, the summit called for more innovation, preparation, and collective responses, some of which are detailed in the *Recommendations* section below.

The 2015 Global Think Tank Summit proved a productive exercise in sharing examples and providing recommendations for policy and institutional advancements. TTCSP looks forward to implementing and expanding those innovations with the cooperation and support of the think tank community.



© ISPI



© ISPI



Recommendations

I) Increase opportunities for collaboration amongst regional think tanks.

- Exchange information on potential interdisciplinary policy research and coordinated responses to regional crises.
- Identify new ways in which think tanks can engage in open dialogue about ongoing research.
- Encourage more staff exchanges between regional think tanks.

II) Sharing of innovative ideas on think tank organizational and operational strategies.

- Determine how best to harness technology to increase revenue and impact.
- Broaden targeted audiences and change how think tanks produce research to meet the needs of policymakers, civil societies, and the greater think tank community.
- Develop best practices at the regional and global levels to ensure high quality and timely analysis of critical policy issues.
- Identify evaluation procedures to measure think tank impact upon policy decisions.

III) Identify sustainable funding streams to ensure long-term relevancy of think tanks.

- More evaluation of think tank funding sources to ensure transparency.

IV) Develop “thematic” summits where researchers with specific expertise can engage in more in-depth discussions.

V) Identify opportunities to ensure think tank involvement in policy-decision making structures.

- Engage in independent and objective impact evaluation of past policies and impact analysis of future policies.
- Engage in more effective monitoring of current policies.

VI) Increase collaboration on strategic communication strategies.

- Engage with social media and newer communication platforms to increase think tank presence in real time.



Attachment 1: 2015 Global Think Tank Summit Agenda

GLOBAL THINK TANK SUMMIT II

THURSDAY, 1 OCTOBER 2015

14h30 Registration at ISPI and Welcome Coffee (Palazzo Clerici)

15h30-15h40 **Welcome Remarks**

- **PAOLO MAGRI**, Executive Vice President and Director, Institute for International Political Studies (ISPI) – Italy
- **JAMES MCGANN**, Director, Think Tanks and Civil Societies Program, The Lauder Institute, University of Pennsylvania – USA

15h40-17h30 **Opening Panel**

“NAVIGATING TURBULENT TIMES AND TRANSITIONS. REGIONAL AND GLOBAL PERSPECTIVES”

Chair

- **JAMES MCGANN**, Director, Think Tanks and Civil Societies Program, The Lauder Institute, University of Pennsylvania – USA

Panelists

- **SELCUK ÇOLAKOĞLU**, Vice President, International Strategic Research Organization (USAK) – Turkey
- **ABDALLA HAMDOK**, Deputy Executive Secretary and Chief Economist, UN Economic Commission for Africa (UNECA) – Ethiopia
- **CHIN YONG JOSEPH LIOW**, Dean, S. Rajaratnam School of International Studies, Nanyang Technological University (RSIS) – Singapore
- **JOHN MCCARTHY**, President, Australian Institute of International Affairs (AIIA) – Australia
- **THEODORE PICCONE**, Senior Fellow Foreign Policy, Brookings Institution – USA

Debate



17h30-18h15 **Session I****“REGIONAL ISSUES AND PERSPECTIVES: ASIA, AFRICA AND NORTH AMERICA THINK TANK SUMMITS”**

- **JORDI BACARIA**, Director, Barcelona Centre for International Affairs (CIDOB) – Spain
- **CELSO CASTRO**, Dean, School of Social Sciences, Fundação Getulio Vargas (FGV) – Brazil
- **STEVE GLOVINSKY**, Special Adviser to the Executive Secretary, UN Economic Commission for Africa (UNECA) – Ethiopia
- **ANDREW SELEE**, Executive Vice President, Woodrow Wilson Center – USA
- **BOKHWAN YU**, Deputy Dean, Asian Development Bank Institute (ADBI) – Japan

18h45-20h00 **Cocktail***Keynote speech*

MARIO MONTI, Former Italian Prime Minister; Former EU Commissioner; Honorary President, Bruegel; President, Bocconi University – Italy

Introduced by

GIANCARLO ARAGONA, President, Institute for International Political Studies (ISPI) – Italy

20h00-21h30 **Official Dinner** sponsored by Brookings Institution and UNECA**FRIDAY, 2 OCTOBER 2015**8h45-10h15 **Session II****“THINK TANKS, POLICYMAKERS AND THE PUBLIC. MAKING INFORMED CHOICES ABOUT KEY ECONOMIC AND SECURITY POLICY ISSUES”**

This session will illustrate the critical role think tanks play in civil societies and governments around the world

Chair

- **ALESSANDRO COLOMBO**, Director, Eupolis – Italy

Panelists

- **MATT DANN**, Secretary General, Bruegel – Belgium
- **ALEXANDER DYNKIN**, Director, Institute of World Economy and International Relations (IMEMO RAS) – Russia
- **SHERIF EL DIWANY**, Executive Director, Egyptian Center for Economic Studies – Egypt
- **JOSÉ MARÍA LLADÓS**, Academic Director, Argentine Council for International Relations – Argentina

Debate

10h15-10h45 Coffee break

10h45-12h15 **Session III**

“THE SECURITY OF ECONOMICS AND ECONOMICS OF SECURITY”

Security, foreign policy and economic think tank experts will explore interrelationship between security and economics on key issues (e.g. Ukraine, Greek crisis, ISIS and Middle East, maritime disputes in Asia)

Chair

- **PAOLO MAGRI**, Executive Vice President and Director, Institute for International Political Studies (ISPI) – Italy

Panelists

- **SERGEY DROBYSHEVSKY**, Academic Director, Gaidar Institute for Economic Policy (IEP) – Russia
- **TOSHIRO IJIMA**, Deputy Director General, The Japan Institute of International Affairs (JIJA) – Japan
- **JAMES NIXEY**, Head, Russia and Eurasia Programme, Chatham House (the Royal Institute of International Affairs) – UK
- **KHEE GIAP TAN**, Co-Director, Asia Competitiveness Institute, Lee Kuan Yew School of Public Policy, National University of Singapore – Singapore

Debate

12h15-12h30 Photo Session

12h30-13h45 **Buffet Lunch** sponsored by ADBI

13h45-15h15 **Session IV**

“NEW CHALLENGES AND CHOICES: HOW THINK TANKS ARE USING TECHNOLOGY AND STRATEGIC COMMUNICATIONS TO INCREASE REVENUE, REACH AND RESULTS IN THE FIELDS OF ECONOMICS AND FOREIGN POLICY”

Chair

- **THOMAS GOMART**, Director, Institut Français des Relations Internationales (IFRI) – France

Panelists

- **JOSE LOUIS CHICOMA**, Director General, Ethos Public Policy Lab – Mexico
- **MARY BETH JORDAN**, Executive Officer to the President and Director of Strategic Initiatives, Center for Strategic and International Studies (CSIS) – USA
- **IZABELA STYCZYNSKA**, Vice-President of Management Board, Center for Social and Economic Research (CASE) – Poland
- **HUIYAO WANG**, President, Center for China and Globalization (CCG) – People's Republic of China

Debate



15h15-16h45 **BREAKOUT SESSIONS**

In these sessions participants will explore how think tanks can take an interdisciplinary approach to traditional and non-traditional security

Session I “CLIMATE CHANGE”

Introduction and Chair

- **MASSIMO TAVONI**, Deputy Coordinator, Climate Change and Sustainable Development Programme, Fondazione Eni Enrico Mattei (FEEM) – Italy

Conclusions

- **ANDREW GODWIN ONOKERHORAYE**, Executive Director, Center for Population and Environmental Development – Nigeria

Session II “COLLECTIVE SECURITY AND DETERRENCE”

Introduction and Chair

- **JACEK DURKALEC**, Manager, Non-Proliferation and Arms Control Project, Polish Institute of International Affairs (PISM) – Poland

Conclusions

- **YOUYI HUANG**, Secretary-General of the International Advisory Board, The Charhar Institute – People’s Republic of China

Session III “FOOD AND WATER SECURITY”

Introduction and Chair

- **TOM ARNOLD**, Director General, Institute of International and European Affairs (IIEA) – Ireland

Conclusions

- **SARAH SSEWANYANA**, Executive Director, Economic Policy Research Center (EPRC) – Uganda

Session IV “ARMS CONTROL”

Introduction and Chair

- **ADAM WARD**, Director of Studies, The International Institute for Strategic Studies (IISS) – UK

Conclusions

- **JAN M. LODAL**, Distinguished Fellow, Atlantic Council – USA

Session V “MIGRATION”

Introduction and Chair

- **MAHA YAHYA**, Acting Director, Carnegie Middle East Center – Lebanon

Conclusions

- **GIOVANNI GREVI**, Director, Fundación para las Relaciones Internacionales y el Diálogo Exterior (FRIDE) – Spain



16h45 Transfer by bus from Palazzo Clerici to the EXPO Site

18h00-22h00 Visit to the EXPO Site

Cocktail at the Pavilion of the European Union

Welcome

BRUNO MARASÀ, Director Office in Milan, European Parliament – Italy

22h00 Transfer by bus from the EXPO Site to Milan

Attachment 2: Participant List

Participant Name	Participant Title	Organization	Country
Abdullah, Jamal	Researcher, Gulf Studies Unit	Al Jazeera Centre for Studies	Qatar
Al, Nazife	Secretary General	Centre for Economic and Foreign Policy Studies (EDAM)	Turkey
Alloisio, Isabella	Senior Researcher	Fondazione Eni Enrico Mattei (FEEM)	Italy
Al-Nuaimi, Sanad Ali	Commander	Strategic Studies Center	Qatar
Aragona, Giancarlo	President	Institute for International Political Studies (ISPI)	Italy
Arnold, Tom	Director General	Institute for International Political Studies (IIEA)	Ireland
Bacaria, Jordi	Director	Barcelona Centre for International Affairs (CIDOB)	Spain
Banerjee, Dipankar	Co-Founder; Member Board of Governors	Institute for Peace and Conflict Studies (IPCS); Forum for Strategic Initiatives (FSI)	India
Barbi, Fernando	Economist	Quantum Global Research Lab	Switzerland
Bertoncini, Yves	Director	Jacques Delors Institute	France
Biersteker, Thomas Joseph	Gasteyer Professor of International Security and Director	Program for the Study of International Governance, The Graduate Institute	Switzerland
Çağlar, Esen	Deputy Managing Director	Economic Policy Research Foundation of Turkey (TEPAV)	Turkey
Carnero, Carlos	Managing Director	Fundación Alternativas	Spain
Castro, Celso	Dean, School of Sciences	Fundação Getulio Vargas (FGV)	Brazil
Chicoma, Jose Luis	Director General	Ethos Public Policy Lab Mexico	Mexico
Chirathivat,	Executive Director,	Chula Global Network,	Thailand



Suthiphand	ASEAN Studies Center	Chulalongkorn University	
Cohen-Hadria, Emmanuel	Chief Officer for Euro-Mediterranean Policies	European Institute of the Mediterranean (IEMed)	Spain
Çolakoglu, Selcuk	Vice President	International Strategic Research Organization (USAK)	Turkey
Colombo, Alessandro	General Director	Éupolis	Italy
Cowger, Sela	Rapporteur	Think Tanks and Civil Societies Program	USA
Dann, Matt	Secretary General	Bruegel	Belgium
Drobyshevskiy, Sergey	Academic Director	Gaidar Institute for Economic Policy (IEP)	Russia
Durkalec, Jacek	Manager, Non-Proliferation and Arms Control Project	Polish Institute of International Affairs (PISM)	Poland
Dynkin, Alexander	Director	Institute of World Economy and International Relations (IMEMO RAS)	Russia
El Aynaoui, Karim	Managing Director	OCP Policy Center	Morocco
El Diwany, Sherif	Executive Director	Egyptian Center for Economic Studies	Egypt
Estrella, Rafael	Vice President	Real Instituto Elcano	Spain
Flôres, Renato	Director	Fundação Getulio Vargas/International Intelligence Unit (FGV)	Brazil
Friedrich, Stefan	Director, Team Policy Dialogue and Analysis Department European and International Cooperation	Konrad Adenauer Foundation (KAS)	Germany
Glovinsky, Steve	Special Advisor to the Executive Secretary	UN Economic Commission for Africa (UNECA)	Ethiopia
Gomart, Thomas	Director	Institut Français des Relations Internationales (IFRI)	France
Greco, Ettore	Director	Istituto Affari Internazionali (IAI)	Italy
Grevi, Giovanni	Director	Fundación para las Relaciones Internacionales y el Diálogo Exterior (FRIDE)	Spain
Guruswamy, Mohan	President; Member Board of Governors	Centre for Policy Alternatives; Forum for Strategic Initiatives (FSI)	India

Hamdok, Abdalla	Deputy Executive Secretary and Chief Economist	UN Economic Commission for Africa (UNECA)	Ethiopia
Hanafi, Ali Khaled Mahmoud	Senior Researcher	Regional Center for Strategic Studies (RCSS)	Egypt
Hendytio, Medelina	Deputy Executive Director	Center for Strategic and International Studies (CSIS)	Indonesia
Hove, Seedwell	Macroeconomist	Quantum Global Research Lab	Switzerland
Huang, Youyi	Secretary-General of the International Advisory Board	The Charhar Institute	People's Republic of China
Hussein, Elkamel	International Cooperation Senior Partner	Egyptian Council for Foreign Affairs	Egypt
Hvidt, Nanna	Director	Danish Institute for International Studies (DIIS)	Denmark
Iijima, Toshiro	Deputy Director-General	The Japan Institute of International Affairs (JIIA)	Japan
Ingram, Kelsey	Rapporteur	Think Tanks and Civil Societies Program	USA
Jaramillo, Ricardo Miguel	Executive Director	Group for the Analysis of Development (GRADE)	Peru
Jordan, Mary Beth	Executive Officer to the President and Director of Strategic Initiatives	Center for Strategic and International Studies (CSIS)	USA
Ke, Yinbin	Secretary-General	The Charhar Institute	People's Republic of China
Kim, Heungchong	Senior Research Fellow	Korea Institute for International Economic Policy (KIEP)	Korea
Lamberti, Alba	Senior Director for Advocacy	European Council on Foreign Relations (ECFR)	UK
Lange, Nico	Deputy Director for Political Consulting	Konrad Adenauer Foundation (KAS)	Germany
Lannoo, Karel	CEO	Centre for European Policy Studies (CEPS)	Belgium
Lauster, Gitta	Special Assistant to the Director	German Institute for International and Security Affairs (SWP)	Germany
Lee, Ha-Yan	Senior Economist	Asian Development Bank Institute (ADBI)	Japan
Lee, Siwook	Executive Director of	Korean Development Institute (KDI)	Korea

	the Center for International Development		
Li, Xia	Supervisor of International Communication	The Charhar Institute	People's Republic of China
Liow, Chin Yong Joseph	Dean, S. Rajaratnam School of International Studies	Nanyan Technological University (RSIS)	Singapore
Lladós, José María	Academic Director	Argentine Council for International Relations	Argentina
Lodal, Jan M.	Distinguished Fellow	Atlantic Council	USA
Lukacs, Richard	Advisor, Global Governance, Platforms, Think Tanks & Environment	Federal Department of Foreign Affairs, Permanent Mission of Switzerland to the United Nations Office and to the other international organizations in Geneva	Switzerland
Magri, Paolo	Executive Vice President and Director	Institute for International Political Studies (ISPI)	Italy
Maniga, Paola	Development Manager	Bruegel	Belgium
Margelletti, Andrea	President	Centro Studi Internazionali (CeSI)	Italy
McCarthy, John	President	Australian Institute of International Affairs (AIIA)	Australia
McGann, James	Director	Think Tanks and Civil Societies Program, The Lauder Institute, University of Pennsylvania	USA
Miao, Lu	Executive Secretary General	Center for China and Globalization (CCG)	People's Republic of China
Michelot, Martin	Director of the Global Europe Program	Europeum Institute for European Policy	France
Missiroli, Antonio	Director	European Union Institute for Secretary Studies (EUISS)	France
Monti, Mario	Former Italian Prime Minister; Former EU Commissioner; Honorary President	Breugel, Bocconi University	Italy
Musso, Carlo	Head of Studies, Research and Market Analysis	Finmeccanica	Italy
Nixey, James	Head, Russia and Eurasia Programme	Chatham House (the Royal Institute of International Affairs)	UK



Ochieng, Cosmas Milton Obote	Executive Director	African Center for Technology Studies	Kenya
Onokerhoraye, Andrew Godwin	Executive Director	Center for Population and Environmental Development (CPED)	Nigeria
Palacio, Vicente	Deputy Director	Fundación Alternativas	Spain
Piccone, Theodore	Senior Fellow Foreign Policy	Brookings Institution	USA
Pinitpuvadol, Kamalinne	Executive Director	International Institute for Trade and Development (ITD)	Thailand
Pola, Giancarlo	President	Éupolis Lombardia	Italy
Prakash, Anita	Director General Policy Relations	Economic Research Institute for ASEAN and East Asia (ERIA)	Indonesia
Rachok, Anatoliy	Director General	Razumkov Centre	Ukraine
Ratti, Sabina	Executive Director	Fondazione Eni Enrico Mattei (FEEM)	Italy
Rogov, Sergey	Director	Institute for the U.S. and Canadian Studies (ISKRAN)	Russia
Rogova, Natalia	Senior Research Fellow	Institute for the U.S. and Canadian Studies (ISKRAN)	Russia
Sainsbury, Tristram	Acting Director	Lowy Institute for International Policy	Australia
Schippa, Camilla	Director	Institute for Economics and Peace	Australia
Seif Afjei, Massoumeh Minou	Deputy Director for Europe	Institute for Political & International Studies (IPIS)	Iran
Selee, Andrew	Executive Vice President	Woodrow Wilson Center	USA
Selmani-Bornstein, Zarife	Advisor	Federal Department of Foreign Affairs	Switzerland
Shimazoe, Junko	Director, Institutional Cooperation and Networking (ICoN) Division and Senior Research Fellow, Research and Planning Department	Institute of Developing Economies (IDE-JETRO)	Japan
Shin, Bongkil	President	Institute of Foreign Affairs and National Security (IFANS)	Korea
Shull, Aaron	Chief of Staff & General Counsel	Center for International Governance Innovation (CIGI)	Canada
Smoleňová, Ivana	Communications and Outreach Manager	Prague Security Studies Institute	Czech Republic

Ssewanyana, Sarah	Executive Director	Economic Policy Research Center (EPRC)	Uganda
Stycznska, Isabela	Vice-President of Management Board	Center for Social and Economic Research (CASE)	Poland
Sverdrup, Ulf	Director	Norwegian Institute of International Affairs (NUPI)	Norway
Tan, Khee Giap	Co-Director, Asia Competitiveness Institute	Lee Kuan Yew School of Public Policy, National University of Singapore	Singapore
Tavoni, Massimo	Deputy Coordinator, Climate Change and Sustainable Development Programme	Fondazione Eni Enrico Mattei (FEEM)	Italy
Techau, Jan Christian Friedrich	Director	Carnegie Europe	Belgium
Villafranca, Antonio	Senior Research Fellow and Head of the Europe Programme	Institute for International Political Studies (ISPI)	Italy
Wang, Huiyao	President	Center for China and Globalization (CCG)	People's Republic of China
Ward, Adam	Director of Studies	The International Institute for Strategic Studies (IISS)	UK
Yahya, Maha	Acting Director	Carnegie Middle East Center	Lebanon
Yakimenko, Yuriy	Deputy Director General and Director of Political and Legal Programs	Razumkov Centre	Ukraine
Yoshino, Naoyuki	Dean	Asian Development Bank (ADB)	Japan
Yu, Bokhwan	Deputy Dean	Asian Development Bank (ADB)	Japan
Zhao, Kejin	Senior Fellow	The Charhar Institute	People's Republic of China

Summit Organizers, Hosts, and Partners

ORGANIZERS AND HOSTS



GLOBAL PARTNERS



BROOKINGS



REGIONAL PARTNERS



Official Participant



TTCSP gratefully acknowledges the Center for International Governance Innovation for their support in the publication of the 2nd Global Think Tank Summit report



About ISPI

INSTITUTE FOR INTERNATIONAL POLITICAL STUDIES

The Institute for International Political Studies (ISPI) is an independent think tank serving as a resource for government officials, business executives, journalists, civil servants, students and the all wishing to better understand international issues. Founded in Milan in 1934, ISPI approach international affairs in a sound pragmatic manner, monitoring geopolitical areas as well as major global trends. Comprehensive interdisciplinary analysis is ensured by close collaboration with specialists, academic and non-academic, in political, economic, legal, historical and strategic studies and an ever-growing network of think tanks, research centers and universities in Europe and abroad.

The Institute's activities branch out in four major directions:

- producing reports with original research and policy prescriptions on central international topics;
- providing up-to-date information and insights on world events and Italy/Europe's perspectives through its website and online publications;
- convening meetings at its headquarters in Milan, as well as in Rome and other cities, where policymakers, business leaders, and high-level thinkers join ISPI's experts to discuss major international issues;
- training the future generations of Italian diplomats and professionals of governmental and non-governmental international organizations.

About TTCSP

THINK TANKS AND CIVIL SOCIETIES PROGRAM

The Think Tanks and Civil Societies Program (TTCSP) of the Lauder Institute at the University of Pennsylvania conducts research on the role policy institutes play in governments and civil societies around the world. Often referred to as the “think tanks’ think tank,” TTCSP examines the evolving role and character of public policy research organizations. Over the last 25 years, the TTCSP has developed and led a series of global initiatives that have helped bridge the gap between knowledge and policy in critical policy areas such as international peace and security, globalization and governance, international economics, environmental issues, information and society, poverty alleviation, and healthcare and global health. These international collaborative efforts are designed to establish regional and international networks of policy institutes and communities that improve policy making while strengthening democratic institutions and civil societies around the world.

The TTCSP works with leading scholars and practitioners from think tanks and universities in a variety of collaborative efforts and programs, and produces the annual Global Go To Think Tank Index that ranks



the world's leading think tanks in a variety of categories. This is achieved with the help of a panel of over 1,900 peer institutions and experts from the print and electronic media, academia, public and private donor institutions, and governments around the world. We have strong relationships with leading think tanks around the world, and our annual Think Tank Index is used by academics, journalists, donors and the public to locate and connect with the leading centers of public policy research around the world. Our goal is to increase the profile and performance of think tanks and raise the public awareness of the important role think tanks play in governments and civil societies around the globe. Since its inception in 1989, the TTCSP has focused on collecting data and conducting research on think tank trends and the role think tanks play as civil society actors in the policymaking process. In 2007, the TTCSP developed and launched the global index of think tanks, which is designed to identify and recognize centers of excellence in all the major areas of public policy research and in every region of the world. To date TTCSP has provided technical assistance and capacity building programs in 81 countries. We are now working to create regional and global networks of think tanks in an effort to facilitate collaboration and the production of a modest yet achievable set of global public goods. Our goal is to create lasting institutional and state-level partnerships by engaging and mobilizing think tanks that have demonstrated their ability to produce high quality policy research and shape popular and elite opinion and actions for public good.

THE LAUDER INSTITUTE OF MANAGEMENT AND INTERNATIONAL STUDIES

The Lauder Institute of Management and International Studies offers an MA in international studies, and conducts fundamental and policy-oriented research on current economic, political, and business issues. It organizes an annual conference that brings academics, practitioners and policy makers together to examine global challenges such as financial risks, sustainability, inequality, and the future of the state.

UNIVERSITY OF PENNSYLVANIA

The University of Pennsylvania (Penn) is an Ivy League school with highly selective admissions and a history of innovation in interdisciplinary education and scholarship. A world-class research institution, Penn boasts a picturesque campus in the middle of a dynamic city. Founded by Benjamin Franklin in 1740 and recognized as America's first university, Penn remains today a world-renowned center for the creation and dissemination of knowledge. It serves as a model for research colleges and universities throughout the world.

